

COVINGTON ORGANIZATION REVIEW

Organization Review Results

June 26, 2012

Management
Partners



Presentation Agenda

- Context/Approach
- Department Reviews
 - Police Review
 - Fire and EMS Review
 - Community Development/Housing/Code Enforcement Review
 - Other City Functions
 - Overall City Organization Review
- Summary of Results

Project Goals

- Conduct review of selected City of Covington organizations
- Identify opportunities for improvement by applying best practices, including both efficiency and effectiveness
- Create sustainable service levels consistent with sustainable costs

Department Review Methodology

- Project team members have extensive experience in police, fire, development and finance
- Interviewed managers and key staff, reviewed policies, procedures, staffing, organization
- Conducted selected employee surveys and focus groups for input
- Analyzed service demands
- Reviewed issues and applied best practices

Covington Department Reviews

Police Department

Police Department Profile

- Current year budget
 - Police - \$12.9 million
 - Emergency Communications – \$1.8 million
- 108 sworn officers, 12 civilian positions
- 44,600 911 dispatched calls for service in 2011
- Average dispatched calls for service – 5.1/hour
- Major crime average 2006 to 2010 – 2,953/yr.
– average per day: 8.09

Department Issues Analyzed

- E-911 Center
- Command Staff
- Service Delivery Model
- Patrol Staffing Enhancements
- Differential Response
- Communications and Records

Police Service Improvements

E-911 Center

- Implement plan to receive E-911 Center service from Kenton County
- Improved service quality through better coordination of emergency response within County
- Better quality of crime analysis information throughout County
- Covington saves over \$1,000,000

Police Service Improvements

Command Staff

- Command staff can be streamlined
- Revise table of organization to eliminate one full command level
- New records management system will produce data for improved staff deployment
- Implement CompStat model of service delivery management

Police Service Improvements

Patrol Staffing Enhancements

- Rebalance staffing between midnight and swing shifts for more effective use of personnel
- Implement differential response to 911 calls
- Implement telephone reporting system for low priority 911 calls
 - Will free up 3,000 hours of patrol time for directed patrol/officer-initiated activity

Police Service Improvements

Patrol Staffing Enhancements

- Create a tactical unit in Patrol Bureau with current special units
 - School Resource Officers; Housing Authority Officers; Community Outreach Officers; DEA Task Force Officer; FBI Safe Streets Task Force Officer; Power Shift Officers
- Better responsiveness to demand profile change
- Better unity of command

Police Department Review Outcomes

- Improved street strength
- Timely and accurate crime analysis
- Better crime control through better tactical deployment
- Leaner chain of command
- Reduced overhead costs – \$437,000 annually

Covington Department Reviews

Fire Department

Fire Department Review Background

- Current service model is not financially sustainable at current tax rates
- Direct EMS and fire suppression service accounts for 99% of cost
- Objective: reduce cost with least impact on current service quality

Fire Department Review

Department Profile

- Current year budget - \$12 million +
- 119 authorized positions
- 12,487 Total Runs in 2011
 - 9,523 Ambulance Runs
 - 249 Fire Runs
- Average EMS runs – 26/day
- Average fire runs – less than 1/day
- Average structure fires – 1.13 per week

Fire Department Review

Department Profile

- EMS meets American Heart Association standards for response time and treatment
- Fire suppression meets NFPA and OSHA standards and regulations for initial attack but must rely on mutual aid for sustained operations and/or simultaneous incidents

Fire Department Review Methodology

- Expert reviewers with industry experience
 - Recently completed operations review of Phoenix, Arizona fire department
- Interviewed command staff and company officers
- Analyzed data regarding demand
- Compared operations protocols to National Fire Protection Association, American Heart Association and Occupational Safety and Health Administration standards and regulations

Fire Department Review

Emergency Medical Services

- Recommendation: Issue a RFP for private vendor to provide EMS at current quality level
- Current EMS net cost to Covington is \$1,500,000
- Potential cost savings – up to \$1,500,000
- No impact on EMS quality must be guaranteed
- Fire suppression more reliant on mutual aid

Fire Department Review

Emergency Medical Service

- Alternative to Privatization: Transition EMS from Fire Department to a separate City department
 - Eliminates liability for hazardous duty pension contribution
 - Reduce personnel by changing to 8 hour shift and reduce number of ambulances from 2 a.m. to 7 a.m.
 - Potential Cost Savings - \$500,000 a year

Fire Department Review

Fire Suppression

- Additional savings from fire suppression -
Eliminate staffing for quint and place apparatus in reserve status
- Service quality level impact – no impact on immediate attack; more reliant on mutual aid for sustained operations and simultaneous incidents – average 1.13 structure fires per week; no simultaneous incidents in recent memory
- Cost savings: approximately \$800,000 annually

Fire Department Review

Fire Suppression

- Longer term improvement: Close fire stations 1 and 2 and construct a new station north of station 1 and east of station 2
 - Provides better travel time coverage for City
 - Eliminates an inadequate facility and an antiquated facility

Fire Department Review

Regional Services

- In Northern Kentucky, fire service is localized resulting in overlapping service areas and extra cost premium
- Regionalizing services would result in millions of dollars of cost avoidance for facilities and equipment by right-sizing services
- Service quality could be improved with more professionalized staff made possible from cost savings

Covington Department Reviews

Community Development Housing Code Enforcement

Community Development, Housing and Code Enforcement Review Principles

- The City government does not have the financial and personnel resources to develop the City – private/public partnership essential
- City resources should be used as “gap fillers” and leverage for development opportunities – non-public investments must lead the way
- Housing development is an equally important partner to commercial development
- A robust business retention program must be an equal partner to new development

Community Development, Housing and Code Enforcement Review Principles

- Covington is an older city; properties that are not cared for can become a blight
- Code enforcement was cited as the most important concern to the Mayor by 17 of 19 neighborhood groups
- Aggressive code enforcement is a concern of those who violate the code, not those who maintain their property

Code Enforcement, Housing and Community Development Review Analysis

- There are better models for doing plans reviews, inspections and code enforcement
- The current community development programs are useful but not significant in impact
- The current organization structure is not efficient in coordinating development efforts
- A great deal of time, effort and money has been invested in the PUMA Center City study and that effort should be the point of departure

Code Enforcement, Housing and Community Development Review Recommendations

- Create a Department of Development by merging three departments
- Develop a comprehensive housing strategy
- Develop standard operating procedures for code enforcement
- Implement annual property maintenance inspection cycle in addition to complaint-based inspections

Code Enforcement, Housing and Community Development Review Recommendations

- Implement new tools to prevent vacant structures and rental properties from deteriorating and reducing property values
- Select an alternative model for providing code enforcement and plans review services
 - Outsource: Private vendors; regional agencies
 - In source: Part-time employees (Newport model)
 - Shared Services: River City's consortium
- Improve the partner relationship between the City government and the Housing Authority of Covington

Code Enforcement, Housing and Community Development Recommendations Results

- Code enforcement will be more systematic, transparent, predictable, consistent and timely
- Financial resources will be targeted to produce results
- Reorganization will support implementation of PUMA plan for Center City development
- Development process will be more user friendly
- Cost savings will be approximately \$475,000

Covington Department Reviews

Other City Functions



Department of Public Improvements and Financial Management

- Department of Public Improvements created from a 2008 organization review – now fully implemented
- Financial Management Organization Review
 - Includes the Finance Department and other financial functions throughout the government
 - Deferred pending completion of budget preparation
 - Planned for completion in July 2012

Covington Department Reviews

Overall Organization Structure

Overall Organization Structure

Review Principles

- Support the Covington Ten Point Plan for Financial Stability and Sustainability
- Apply sound management theory
- Articulate a management system
- Reduce the number of direct reports to the City Manager
- Maximize use of the skill sets of current senior staff

Overall Organization Structure

- Merge Parks, Recreation and Neighborhood Services staff into Development Department under ACM
 - City will build on current park, recreation and neighborhood strengths
 - Enhanced selling point for Covington for marketing
- Consolidate internal support services under ACM for Administration
- Institute and implement a management system for all City departments

Overall Organization Structure

- Current Direct Reports: 13
 - Assistant City Manager; Ombudsman; Executive Assistant; Human Resources; Finance; Police; Fire; Community Development; Legal; Code Enforcement; Public Improvements; Housing; Parks, Recreation and Neighborhood Services
- Recommended Direct Reports: 7
 - Assistant City Manager (Development); Assistant City Manager (Administration); Police; Fire; Public Improvements; Finance; Executive Assistant

Covington Department Reviews

PROJECT RESULTS SUMMARY

**Sustaining Quality of Service
While Reducing Cost**

Project Results Summary

Cost Savings

Service Area	Estimated Annual Operating Savings
Police Department	
13 Recommendations	
Cede Emergency Communications to Kenton County	\$ 1,000,000
Streamline Command Staff	437,000
Fire Department	
9 Recommendations	
Privatize Emergency Medical Service --- or ---	1,500,000
Assign to New City Department	500,000
Cease daily staffing of Quint	800,000
Consolidation Stations 1 and 2 into new station	
Community Development, Housing and Code Enforcement	
25 Recommendations	
Merge into single City Department of Development and outsource plans review, permitting and code enforcement	475,000
TOTAL	\$ 3.2 to 4.2 million

Project Results Summary

Service Quality Improvements

- Support for the Ten Point Plan for a Sustainable City Government
- Better Police Service
 - Leaner chain of command
 - Data-driven service model
 - Timely and accurate crime analysis
 - Better crime control through better tactical deployment – greater street strength

Project Results Summary

Service Quality Improvements

- Options to maintain current service quality level for Fire and EMS while meeting City budget goals
- Strong program for maintenance of the housing stock and neighborhood revitalization
- Leaner, more focused, City development program – including business and residential
- Support for the Center City Development Plan

Summary of Results

- Total of 59 recommendations to modify operations
- Potential savings in excess of \$3.2 million
- No reduction in service quality
- Many identified opportunities to improve service quality

COVINGTON ORGANIZATION REVIEW

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Management
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